



Community Care

NORTHUMBERLAND

Community Care Northumberland Risk Management Plan 2026/27 Summary

Purpose

To develop, implement and review an agency-wide Risk Management plan that strengthens client/patient safety, service continuity, regulatory compliance and financial sustainability.

Approach & Methodology

CCN's risk registry was developed through a structured and collaborative process. The leadership team at CCN met in person on March 17, 2026, for an initial brainstorming session to identify and discuss key strategic, operational, financial and external risks. Following this session, the team reconvened on March 31, 2026, to calibrate the discussions, validate risk themes and refine ratings and prioritization.

Throughout the process, our teams reviewed operational budgets, operating plans, supplementary materials such as *Risk Management for Charities* from the Institute of Risk Management and *A Guide for Nonprofit and Charitable Organizations* from Prince Albert & District Chamber of Commerce. This was done to ensure risks were assessed in the context of current and planned activities. Ongoing reference to enterprise risk management principles supported a consistent methodology for identifying, evaluating, and documenting risks, resulting in a comprehensive and aligned risk registry.

This approach is designed to align with existing quality improvement and operational planning processes, minimizing administrative burden.

Risk Registry

A centralized Risk Registry will serve as the primary oversight tool. The registry encompasses 7 core themes including:

- Regulatory
- Leadership
- Information Management & Technology
- Human Resources (Staff and Volunteer)
- Financial
- Facilities
- Client Care

The registry will evolve to reflect changing community needs, funding conditions and regulatory requirements. For a detailed overview of the 2026/27 CCN Risk Registry please see Appendix A in your board package.

Initial Risk Themes (Heat Map)

According to the CCN Risk Heat Map & Registry for 2026/27, there are 29 risks identified and initial themes identified are 5 considered Low, 16 considered Moderate, 7 considered High and considered 1 Extreme. Additionally, themes identified are:

- Workforce capacity and staff retention impacting service delivery
 - Financial pressures and reliance on time-limited or constrained funding as well as donor fatigue
 - Increasing client complexity and demand for services
 - Compliance and accreditation and funder requirements
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Next Steps & Oversight

- Approve the initial Risk Registry for 2026/27
 - Confirm top agency risks and mitigation strategies
 - Establish organizational risk tolerance parameters
 - Leadership Team will review risks and mitigation progress quarterly, while integrating risk management into strategic and operational planning
 - The Board of Directors will receive a bi-annual report summarizing top risks, changes in risk profile, mitigation status and emerging issues requiring oversight
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Recommendation:

That the Board of Directors approves the 2026/27 CCN Risk Management Plan as presented.

Jordan Prosper, CEO

CCN Risk Heat Map

Risk numbers are positioned by Impact and Likelihood; cell colour shows the associated risk level.

Total risks mapped		29				
		Likelihood →				
Impact ↓	1	2	3	4	5	
5	Level 5 HR - 9	Level 10 HR - 2 HR - 7	Level 15	Level 20	Level 25	
4	Level 4 FN - 5 HR - 12	Level 8 C - 1 FN - 1 HR - 3 HR - 10 R - 1 R - 2	Level 12 FN - 3 HR - 11 IT - 1	Level 16 FN - 2	Level 20	
3	Level 3 F - 3	Level 6 C - 2	Level 9 FN - 6 HR - 6	Level 12 F - 1 HR - 8	Level 15	
2	Level 2	Level 4 C - 3 HR - 1	Level 6 F - 2 HR - 4 HR - 5	Level 8 F - 4 FN - 4 IT - 2	Level 10	
1	Level 1	Level 2	Level 3	Level 4	Level 5	

Risk level legend	
Low	1-4
Moderate	5-9
High	10-14
Extreme	15-25

Reference list					
Risk Number	Category	Impact	Likelihood	Risk Level	Description
C - 1	Care	4	2	8	Inability to keep up with growing service demand (Ex Waitlists)
C - 2	Care	3	2	6	Poor client & resident experience
C - 3	Care	2	2	4	CCN Scope Creep
F - 1	Facilities	3	4	12	Aged transportation equipment may lead to breakdowns & temporary loss of programming
F - 2	Facilities	2	3	6	Building Rent Increases
F - 3	Facilities	3	1	3	Security or Office Break In
F - 4	Facilities	2	4	8	Lack of Office Space
FN - 1	Financial	4	2	8	Cash Stability
FN - 2	Financial	4	4	16	Donor Fatigue & Reliance
FN - 3	Financial	4	3	12	Compensation
FN - 4	Financial	2	4	8	Inflation & Rising Economic Costs
FN - 5	Financial	4	1	4	Financial Compliance
FN - 6	Financial	3	3	9	Lack of Fundraising Strategy
HR - 1	Human Resources	2	2	4	WSIB Claims & Staff Injury Risk
HR - 10	Human Resources	4	2	8	Litigation
HR - 11	Human Resources	4	3	12	Car accidents in CCN fleet
HR - 12	Human Resources	4	1	4	Policy & Procedure Compliance
HR - 2	Human Resources	5	2	10	Breach of confidentiality
HR - 3	Human Resources	4	2	8	Staff Burnout
HR - 4	Human Resources	2	3	6	Leadership Continuity (staff)
HR - 5	Human Resources	2	3	6	Leadership Continuity (board)
HR - 6	Human Resources	3	3	9	Staff & Volunteer Recruitment and Recognition
HR - 7	Human Resources	5	2	10	Reputation Damage
HR - 8	Human Resources	3	4	12	Divided Cultures at CCN
HR - 9	Human Resources	5	1	5	Emergency preparedness
IT - 1	Info. Mgnt. & Technology	4	3	12	Cyber Security - Privacy & Protection
IT - 2	Info. Mgnt. & Technology	2	4	8	Risk of not being able to source products/brands that match current setup due to financial and logistical limitations. Disparate versions of software / hardware creating inefficiencies
R - 1	Regulatory	4	2	8	Change in regulations & compliance
R - 2	Regulatory	4	2	8	Ministry Reporting and MSAA Compliance